

Journal positioning meta-issues as evolving contexts: Organizational marketing at the crossroads

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Biography

J. David Lichtenthal, BA (SUNY at Potsdam), MBA (SUNY at Buffalo), PhD (Pennsylvania State University) is professor of marketing at the Zicklin School of Business, Baruch College, City University of New York and research associate with the Institute for the Study of Business Markets (ISBM) from 1983 through 2010.

His research interest include business-to-business marketing phenomena through understanding and influencing organizational buying behavior, enhancing sales force / advertising effectiveness tied to internet integration /application as well as philosophical and historical perspectives for understanding and implementing the Marketing Concept.

Dr. Lichtenthal has published in *Advances in Business Marketing & Purchasing*, *Industrial Marketing Management*, *Journal of Business Research*, *Journal of Business-to-Business Marketing*, *Journal of Business & Industrial Marketing*, *Journal of Contingencies & Crisis Management*, *Journal of Marketing Channels*, *Journal of Personal Selling & Sales Management*, *Journal of Relationship Marketing*, *Psychology & Marketing* and *Research in Marketing*.

In 1990 Dr. Lichtenthal served as editor for the first American Marketing Association Educators' Conference devoted entirely to industrial marketing. He was among the 29 founding editorial board members and the first book review editor for the *Journal of Business-to-Business Marketing*. He currently serves on four other editorial boards and is the Associate Editor – North America for the *Journal of Customer Behaviour*. He has four years of corporate marketing and market research experience with a leading manufacturer of consumable office supplies. In 2002, he created the Foundations Series in Business Marketing and was its Senior Editor through Fall 2007. In 2004, he received the President's Excellence Award – Distinguished Teaching – Baruch College.

At Baruch Professor Lichtenthal has taught foundation and advanced courses in marketing at undergraduate and graduate levels. He has also served as an advisor for students conducting independent studies.

Nektarios Tzempelikos is senior lecturer in marketing and IIMP Research Fellow in the Lord Ashcroft International Business School, Anglia Ruskin University. His research interests include key account management, relationship marketing, customer value and managerial relevance of marketing research. His research has been published in *IMP Journal*, *Industrial Marketing Management*, *Journal of Business-to-Business Marketing*, *Journal of Business and Industrial Marketing*, *Journal of Relationship Marketing*, and *Journal of Strategic Marketing*, among others. He is a member of the editorial board of *Industrial Marketing Management*, *Journal of Business-to-Business Marketing* and *Journal of Business & Industrial Marketing*.

Thomas Tellefsen earned his AAS in business at CSI and his BBA in accounting and MBA in marketing at Baruch College – City University of New York (CUNY). He spent over a decade in private industry, where he worked in a variety of positions in accounting, sales, and marketing management. Thereafter, he earned his PhD in marketing at the Graduate School of CUNY.

At CSI, Professor Tellefsen teaches courses in marketing and management at undergraduate and graduate levels. He has also served as an advisor for students conducting independent studies and a mentor to CUNY baccalaureate candidates. Professor Tellefsen is a member of the doctoral faculty of the Graduate School of CUNY. In that role, he has served as a dissertation committee member for PhD candidates in the doctoral program in business.

Professor Tellefsen's primary research interest involves business-to-business marketing. He has conducted extensive research into the role of individual boundary spanners (i.e., salespeople and purchasing managers) in building interorganizational relationships. His other areas of research include sales management, international marketing and internet applications in marketing. He has published his research in a variety of journals, including *Computers in Human Behavior*, *Industrial Marketing Management*, *International Journal of Internet Marketing and Advertising*, *Journal of Business-to-Business-Marketing*, *Journal of Business and Industrial Marketing*, *Journal of International Marketing*, *Journal of Marketing Channels*, and *Journal of Personal Selling and Sales Management*. He has also presented his work at

numerous academic conferences and served as a reviewer for several journals. He currently serves as a member of the editorial board of the *Journal of Business-to-Business Marketing*.

Research Highlights

- Characterizes business school education's evolution and the impact on industrial forces for journal publishing.
- Describes the evolution in the mere quantity of journals and their proliferation.
- Evaluates article outlets and the moderating effect on institutional and industry constraints and policy.
- Analyzes the last four decades of business-to-business (B2B) marketing research in contexts established.
- Applauds and commemorates Peter J. LaPlaca's accomplishments and life work on the evolution of the B2B field and *Industrial Marketing Management* therein.

Acknowledgments

The authors thank Cabell's for allowing us to cite and analyze its data.

Opening Quotes

“The idea of a college education for all young people of capacity, provided at nominal cost by their own states, is very peculiarly American. We in America invented the idea. We in America have developed it with remarkable speed.”

Lyndon B. Johnson

“If everybody is thinking the same thing, then nobody is thinking.”

General George S. Patton

“We live in a world that has narrowed into a neighborhood before it has broadened into a brotherhood.”

Lyndon B. Johnson

“Until you make the unconscious conscious, it will direct your life and you will call it fate.”

Carl Jung

Abstract

As *Industrial Marketing Management (IMM)* has completed 45 years of publication, *Industrial Marketing Management: An Interorganizational Interdisciplinary Journal* comes of age *yet again*. A description of the proliferation of journals and associated titles within cognate subfields is provided noting the societal forces creating this necessity. Relief is brought to the complexity and diversity of journals therein. The unit of analysis is that of an individual circumspect scholar viewing the journal mix landscape and its associated impact on their scholarship and career. Contexts and criteria are offered for sorting out this meta-dilemma that has been evolving since time immemorial. Peter J. LaPlaca's (PJL's) presence in our field and *IMM* is explicated with awe and appreciation. Closing thoughts are offered regarding our collective future and some criteria for getting there – *the next interlude*. The reader is invited to ascertain their unique scholarly path.

Both quantitative and qualitative analyses are used in the evaluation of the mere incidence of article outlets and the moderating effect on institutional and industry constraints as accelerated over the past 45 years. Industry sources that measure and monitor journal use and their activity are broadly and succinctly portrayed.

Historical analyses of college business school education's evolution with the associated impact of these industrial forces for journal publishing are derived. A narrative describing the evolution in the quantity of journals and their proliferation is provided. The analysis is by definition contemporary yet retrospective, qualitative yet adductive. PJL's long-term contribution to the field is documented with awe and appreciation.

Individual scholars are to know that their own acumen and that of those whom they may come to supervise are constrained yet enabled by the mere quantity of journal options and their inevitable domain enmeshment. The impact on education and the management thereof are noted in detail and associated sense making in the performance of our job.

The analyses of the journals publishing provides a paradox of opportunity yet a twisted knot of options for any scholar requiring yet further criteria to untie. Over most of our career lifespans the data and analysis provided help contextualize the character of your scholarly journey. A glimpse into the evolution of research in the area of business-to-business marketing and its components over the last few decades helps magnify the positioning of the journals for prospective authors and would-be readers.

KEYWORDS: anniversary issue, journal proliferation, editorial posture, editorial policy, scholar, business education, scholar career management, business marketing, industrial marketing, antecedent market phenomenon

1. Preface

Only incoming editors can really implement any kind of commemorative for an outgoing editor of any stature. And editors as well as all board members all have stature by virtue of their long-term commitments to the work that we do. This too has been altered indelibly. Such commemoratives are likely no longer needed after the foundation years of any journal title and so of necessity become a thing of the past – an era has ended.

Our take on the current matter is one of the editor author being in the “wheelhouse” since 1995 and other newer entrants since 2005 and 2015 respectively as part of the Editorial Review Board (ERB) helm of the *Journal of Business-to-Business Marketing (JBBM)*. And an industry leader with expertise in journal stewardship is acknowledged with gratitude for its unique data.

Peter J. LaPlaca (PJL) has been a friend of business marketing and those of us who study and practice for over 40 years almost on parallel with Dave Wilson founding Editor of *JBBM*. Peter is also the founding Editor of the *Journal of Business and Industrial Marketing (JBIM)*.

Quality journals have long and honorable lifespans. Editors come and go like the changing of the guard but the journals continue. Editors do their best during their time in office to guide a journal and maintain its focus, integrity and quality. When it is time for editors to move on it is traditional for their replacements and boards to commemorate their contributions and take stock of the field. It is a way of noting accomplishments and expressing thanks for the unseen and often thankless behind-the-scenes work of both editors and reviewers.

The change in *Industrial Marketing Management (IMM)* leadership is really *more akin to the changing of an era than the mere changing of the guard*. As such, this moment calls for broader input and broader perspectives. We would like to take a step back, reflect on this era, and consider *IMM*’s and Peter’s role within the sea of changes that occurred during the almost five decades since *IMM*’s inception in 1971.

Our sense is to *not* address *directly* the implied “journals mix–positioning issue,” ergo multiple titles within our subfield neither broadly nor narrowly defined. As these few titles came of age over a span of over 45 years, they *were* differentiated, emerging with emphasis then borrowing from each other early on including content sought/methods emphasis and personnel acquired and have evolved of late to few differences except the number of special issues. A Leximancer content assessment of these sources since their inception would be of interest looking back every 10 or even 5 years and would be welcome at the *JBBM* “editor’s desk” when all such sources are at least 30 years old.

Basically we attempt to take a circumspect vantage point of a single scholar or practitioner: How perhaps should you specialize? What should you consider reading and doing? What should you as an aspiring author consider doing? What boards should you consider agreeing to or seeking membership of and associated participation with? Which journals perhaps should you or your home organization subscribe to? *And most of all ... why?* Given the hyper-proliferation of journals, and the moving-target nature of the journal-reviewing landscape, we have unintentionally wreaked havoc with scholars’ and practitioners’ work life and life work! And business-to-business or B2B, while no exception, also remains a time immemorial “target child” in both academia and industry.

To set the stage for such an analysis we look at several antecedent interlocking phenomena: burgeoning university life in the America, proliferation of journal titles, evolution of ELMAR as well the impact of AACSB and journal rating forums. In parallel, evolutionary data from Cabell’s provides unique illuminating contexts.

As our opening quotes portrays there was a massive transformation in the quantity and quality (for the better) of American educational institutions and the need to have so many faculty facing personnel decisions (few as they are career-wise (three or four at most)). There is a “log transformation”–type force creating the pressure for so many new journal titles; ergo all those *buyer behavior–related, channels/supply chain–related, product–related, selling and sales management–related, international–related* and of course, perhaps most of all, so many *promotions–related* journals not to mention the now often near-unfathomable intricate overlaps. And this “clusters of titles” phenomenon happens *among and between* almost *all business disciplines* and beyond not to mention the continuing excessive enmeshment of title domains therein.

It is interesting to note the difference in perspectives between editors and chairs and deans. It appears that editors may be of necessity more aware of the issues involving journal positioning and differentiation. It is also correct to note that *IMM, JBBM* and *JBIM* seem to be evolving into a common niche with similar topics, methods, contributors and ERB to some degree, yet all remaining during expansion within the *IMM* founding Editor Jim Hlavacek’s notion of the field of *organizational marketing*².

We close by delineating Peter’s LaPlaca’s long involvement with both *awe and gratitude*. We list some of the many milestones of the man and his editorship of *IMM* – *noting his unique scholarly journey that we all must navigate in our own way too*.

2. Secondary Education Industry Perspective

In colonial and nineteenth-century America there were relatively few colleges. Most of those that existed had regional northeast and religious themes or foci. By the twentieth century that was destined to change forever with the advent of philanthropy, land grant universities, junior colleges, the GI Bill, the post–World War II boom and attempts to level the socio-economic playing field with improved access to higher education. With these changes came the explosive growth in the number of universities and college students (see Table 1). “Great Society” thinking as the opening quotes pungently reflect was the impetus for societally driven rapid market growth in higher education and business schools in particular. These forces in turn led to the need to groom, evaluate and sustain a massive arithmetic, near-geometric increase in faculty qualitatively and quantitatively. This growth spilled onto world forums too (https://en.wikipedia.org/wiki/Lists_of_universities_and_colleges_by_country). The stunning successes in the USA and originating in other parts of the world manifest these exciting dilemmas. Baker (2015) provides many similar insights, including a history of commercial education that portrays similar if not antecedent and concurrent activity in the UK and throughout Europe.

Table 1 College Degrees Awarded, 1870–2009

Year	BA Degrees	MA Degrees	PhD Degrees
1870	9,400	NA	1
1890	15,500	1,000	149

² Business-to-business marketing or business marketing (a.k.a. industrial marketing) is a broader concept that encompasses the marketing of business experiences, ideas, services, products and any combination of such offerings as well as reseller phenomena with domestic and/or global perspectives. Business marketing phenomena occur with all transactions, exchanges and relationships between any dyad involving organizations, institutions, or resellers and within/among social networks. Individuals are included only when not personally motivated (i.e., acting on behalf of organizational buying needs as opposed to those needs of households; a.k.a. consumer marketing). Dr. James D. Hlavacek, Founding Editor of *Industrial Marketing Management (IMM)*, clairvoyantly referred to the field as organizational marketing, the by-word for the new *IMM* title.

1910	37,200	2,100	440
1930	122,500	15,000	2,300
1950	432,000	58,200	6,600
1970	827,000	208,000	29,900
1990	1,052,000	325,000	38,000
2009	1,600,000	657,000	67,000

Source:

https://en.wikipedia.org/wiki/History_of_higher_education_in_the_United_States#Great_Depression_and_New_Deal

This historical perspective provides multiple contexts, and has impacts on trends in the state of marketing and management education as mere quantity effects on personnel decisions and criteria. AACSB and AAUP, albeit different entities, act as “transformative” forces on titles and institutions within and across business fields by virtue of their practice of fostering tiers of journals.

2.1 Proliferation of Journal Titles

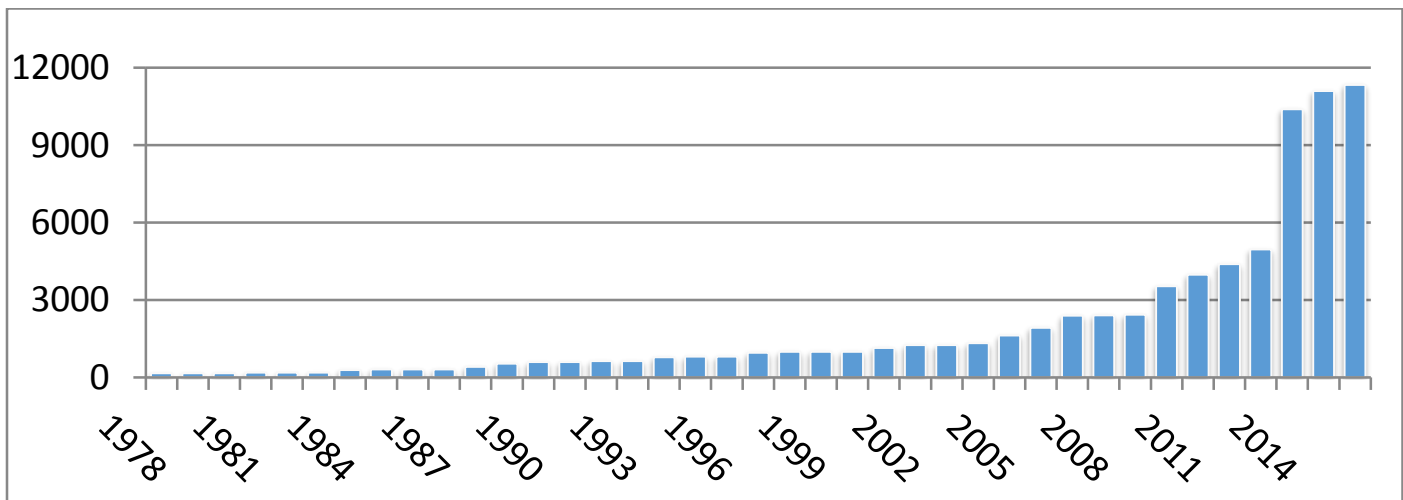
While most scholars have an ever-growing understanding of journal proliferation in their fields (now often truly a subfield in itself) most would be surprised to learn that this phenomenon has been going on since the 1960s and started accelerating in the 1970s. An industry standard that itself came of age during this time is Cabell’s (<https://www.cabells.com/about-us>). Most readers will recall that their use of Cabell’s was discipline based (e.g., marketing, management etc.) and became merged and reconfigured, as indicated by *market forces that Cabell’s was destined to both mirror and track*.

2.2 Cabell’s since 1978

The *mere proliferation of journals* since 1978 is astounding (Figure 1) albeit largely unknown by most individual scholars. Cabell’s reports that there were just under 200 titles from 1978 to 1983.³ By 2000 the number of individual titles reached just under 1000. Yet by 2010 the number had grown to around 3500. In the last eight years that number more than tripled to over 12,000!

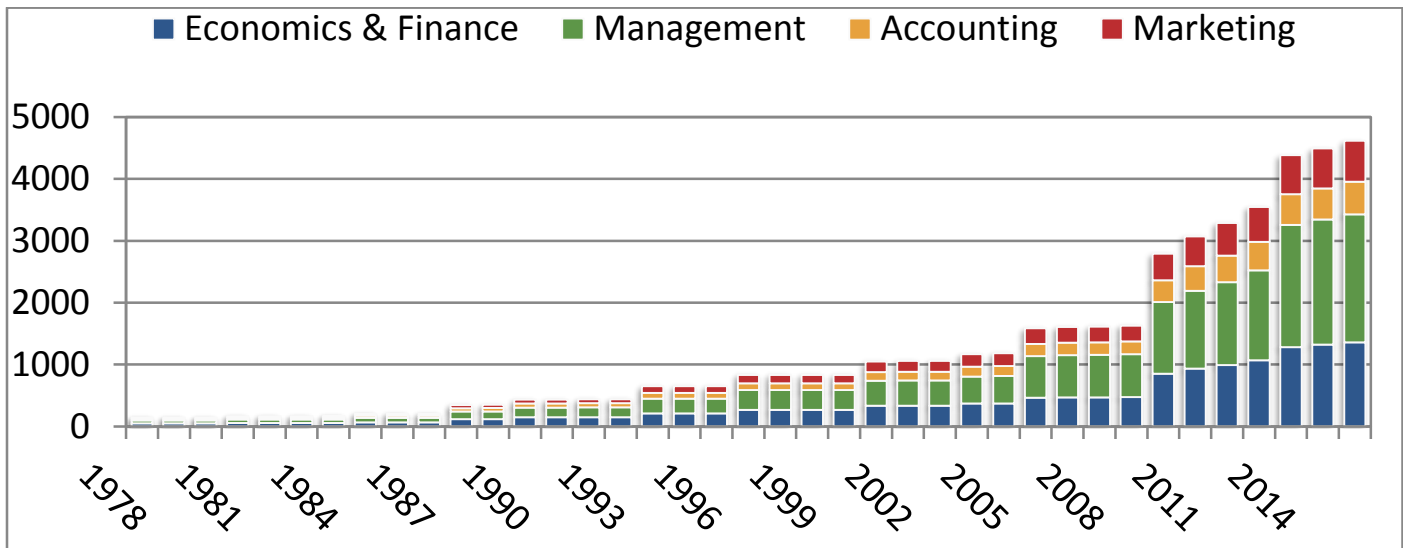
³ Cabell’s is not, nor was ever intended as, an exhaustive list of scholarly journals, especially in the context of disciplines. Remember that Cabell’s started out only collecting information about management journals and expanded into other disciplines and fields from there. Additionally, if we look at Figure, 5 on Mathematics and Science, there are very few journals of those disciplines in the system until 2015. The journals that do show up on the chart before then are those that were retroactively included in the Mathematics and Science disciplines upon the release of those disciplines as products. An extension of that thought is that most journals exist within multiple disciplines.

Figure 1 Total Number of Journals Published



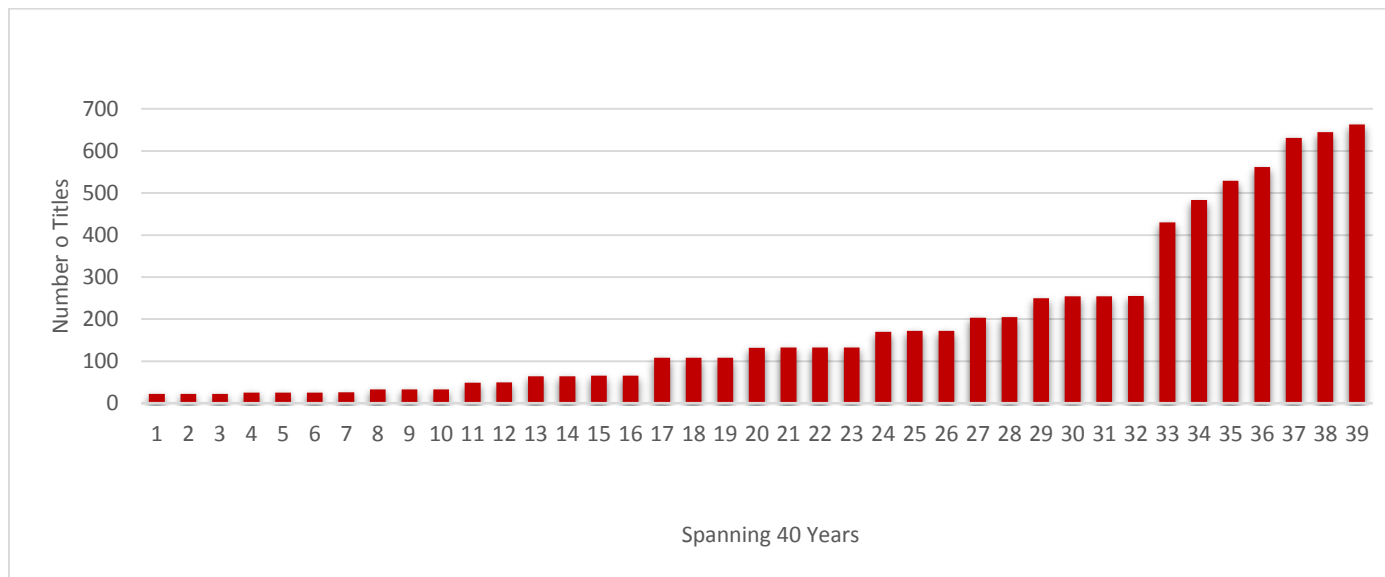
In parallel manner, the same can be said for the *proliferation of business journals* (Figure 2). Cabell's reports that there were just under 160 titles from 1978 to 1983. By 2000 the number had reached just over 800 and by 2010 it had grown to around 2800. In the last eight years the number of business journals has reached over 3500! The mere incidence of business journals nonetheless remains overwhelming over these timeframes.

Figure 2 Number of Business Journals



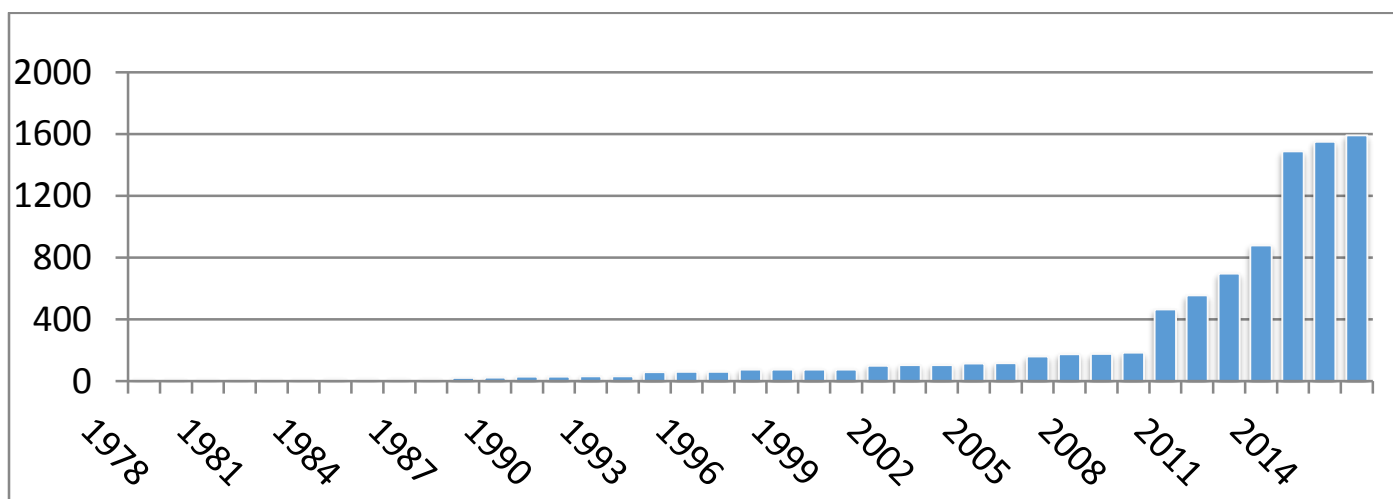
The total number of journal titles for *Economics and Finance* goes from 50 to 1361 while the number of *Management* journals expands the most from 47 to 2067 and *Accounting* unexpectedly expands the least from 25 to 527. *Marketing* grows from 22 to 663 spanning the roughly 40-year period from 1978 to 2016 (Figure 3).

Figure 3 Number of Marketing Journals



As an important caveat beyond our immediate borders it is interesting to note that for *Computer Science*, *Science and Mathematics*⁴ as well as *Psychology/Psychiatry* (Figures 4–6), the trend for the rate of increase in the proliferation of journal titles is heightened in the last eight years. *Computer power and low-cost memory may have made publishing much easier than in those early years.*

Figure 4 Number of Computer Science Journals



⁴ First, archived figures were initially grouped into months, taking out the December entry for each year as an end-of-year snapshot of what was in the system. Second, the data only shows what disciplines the journals are currently grouped in. For example, before Cabell's was publishing information about oceanography (pre-2014ish), you can see some journals still marked as oceanography. This is because they were later, after the release of Oceanography, included within that category. That said, journals can be and often are in multiple disciplines, which is why the sum of all journals in any given year is greater than the total. In trying to clean up this "inconsistency" – i.e., trying to recreate the data as it would have been in, say, 1978 – getting it consistently right across all of the timeframes requires more investigation than time permits. That said, multi-decade cross-field views are coherent.

Figure 5 Number of Mathematics and Science Journals

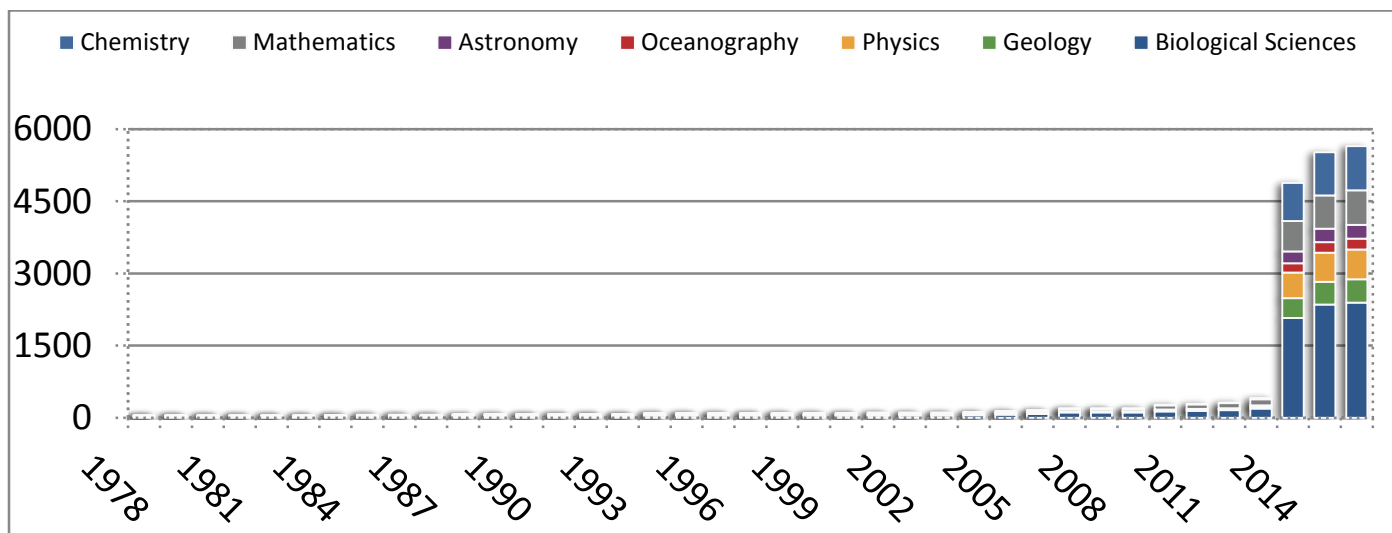
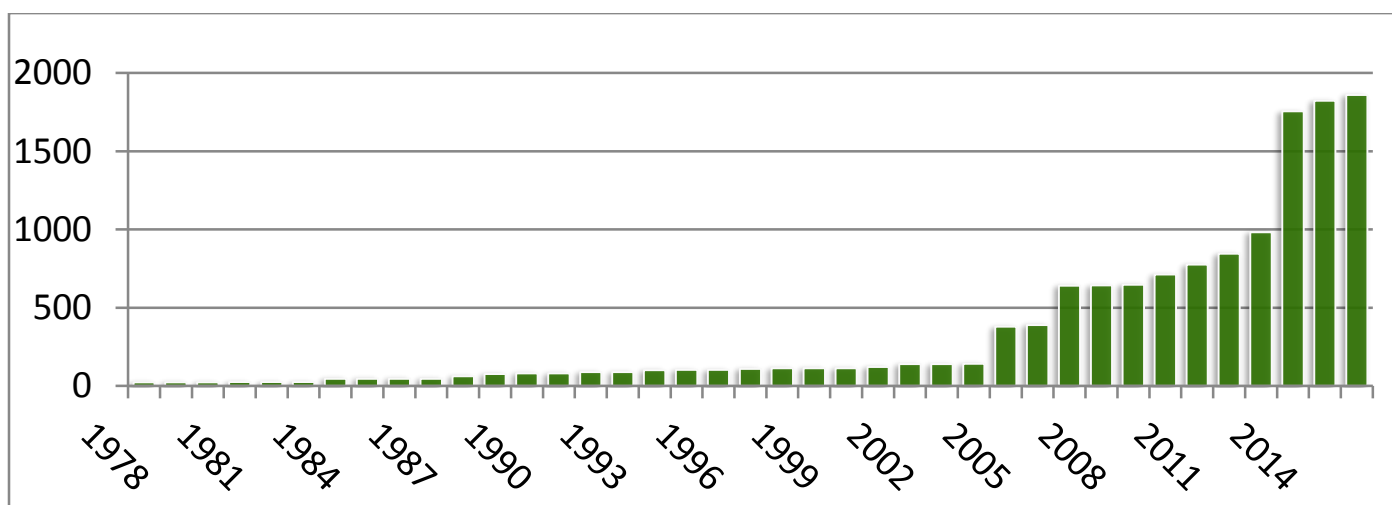
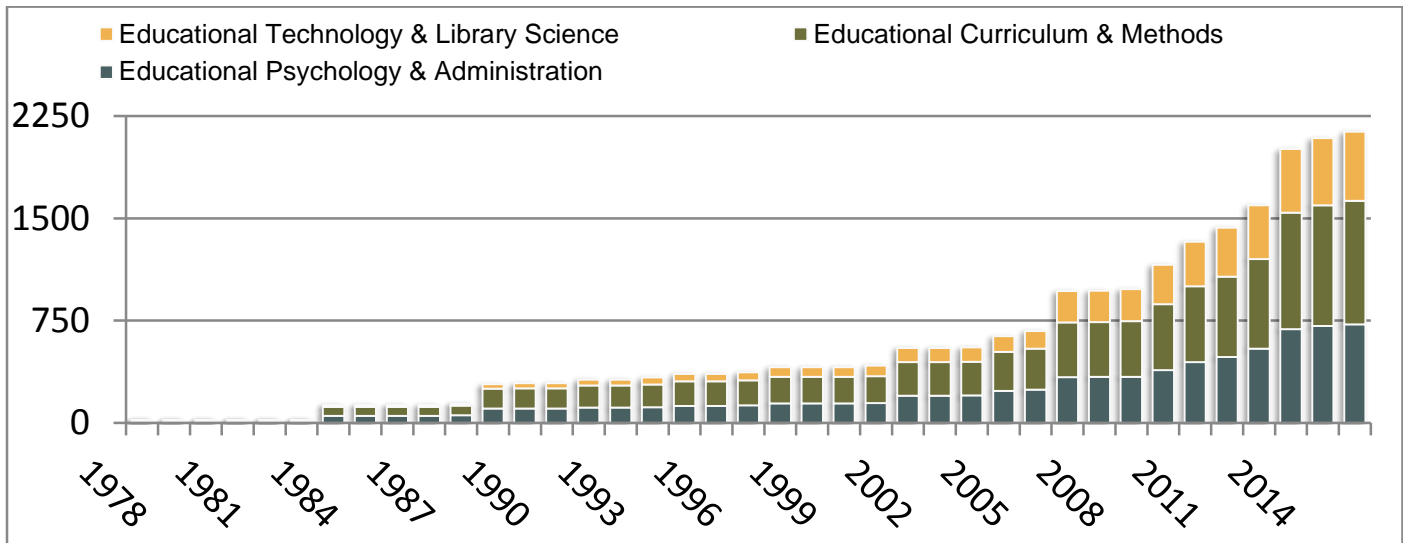


Figure 6 Number of Psychology and Psychiatry Journals



And while publishing in *Education*-related areas at business schools is often foolishly discouraged our colleagues in the three major educational fields have had a more deliberate ascent (Figure 7). The reader is encouraged to peruse and muse on the information in all these charts which also contributes to the interdisciplinary malaise found in various departments around the world.

Figure 7 Number of Education Journals



2.3 ELMAR – Back to the Future

Academics from *three* eras might be epitomized along these lines: 1. Before ELMAR; 2. Using ELMAR through the 1990s; and 3. Using ELMAR today. These roughly parallel: 1. Check your USPS routinely (required reading); 2. Read ELMAR daily; and 3. It’s now “ELMAR important” when you need it, and recycle unsolicited land mail *often*.

When ELMAR came into existence getting on its listserv was key for the viability and proliferation of journal titles, conferences, institutes and academic placements. Having an email circulated was a measure of success for the circulator (and the intended audience too) and still is to this day. However, the supply-and-buy landscape for AMA-ELMAR content has reached a new *equilibrium*.

Charles Hofacker was asked at the end of 2016 by *JBBM* Editor Lichtenthal: “As of this morning [about a week after *JBBM* fourth-quarter 2016 Table of Contents (ToC) was circulated with other ToCs], *JBBM* has almost 90 views while *Journal of Marketing (JM)* has almost 440. I am trying to understand why the numbers are so low for both, if ELMAR has over 6000 members. What is the relationship between listserv size and viewing a particular Table of Contents?” The reply was as follows, quoted with permission:

“I have installed Google Analytics on ELMAR pages to get a few more insights. I would say that those numbers are reasonably typical and match what I am seeing on the dashboard. Roland (Rust) had an OP-ED kind of piece that hit 1,140 but that is about the upper limit.

I would describe the ELMAR audience as large, heterogeneous and low-engagement.

Cumulatively for the past 60 days there have been more than 11,000 unique ‘users’, but Google considers you another user if you access the site on a different device. If you used your phone, your home desktop and your work desktop within one reporting period you would ‘seen’ to be as 3 users.

There are 8,600 email addresses, but it is hard to keep the list perfectly clean. I estimate that maybe 7500 are monitored and represent live human beings. So comparing 11,000 'users' and thinking how many devices per subscriber are typical (2 in practice?), in some ways I am surprised by how many people actually do hit the site in any rolling one or two month period. For sure it is in the multiple thousands.

On any given day, there tends to be a different audience. So last week there were 2,417 users but only 3,443 sessions. A session is the same user, defined as before, hitting the site with no time gap longer than 30 minutes ... So each of these person-devices only hit the site 3.4/2.4 times, less than 1 1/2 sessions per user. If you hit the site on day x, there is only a 50-50 chance you will look at anything else all week.

People peck at ELMAR, they don't gorge themselves, but everybody takes a look once in a while.

Charles Hofacker | Academic Moderator | elmar@ama.org

AMA-ELMAR has been widely used, albeit evolving into a highly segmented supply-and-buy market. Those who invented and developed the term segmentation, as well as promulgated its use, now have to live by its pervasive force in a collage of niches.

So starting out in the 1990s, ELMAR circulation meant that many, if not most, field-active members perhaps saw emails based on the subject line, or just deleted them if they were not topically of direct interest. Now, extra effort is required to see individual listings within a topic. And we are more likely to look by broader topic groupings such as Table of Contents, Job Postings, Conferences, Institutes, Awards and Revisits of aforementioned therein etc. Sadly, some people have actually stopped bothering with AMA-ELMAR, as many threads are not of enough direct interest, therefore seem to be a distraction.

2.4 Department Chairs, Deans and AACSB/AAUP Involvement

As a chair, journal titles might be seen a bit differently. It must be noted that accreditors (especially AACSB) are changing our profession. They are raising the *quantity bar* for tenured faculty and nudging older faculty, especially long-term associate professors, to keep publishing. The requirement of two to three journal articles every five years is not really burdensome on the face of it. However, with a corresponding decline in library and graduate assistance resources, the view is potentially dismal for any one scholar. That also means there is a shift toward extrinsic motivation (or avoiding punishment) rather than intrinsic motivation (why we got into a field). This tragic fact cannot be overemphasized. However, this practice does have the benefit of rewarding and keeping faculty active and in touch with their fields.

It also increases the need for publishing outlets of measurable quality and associated pagination. But then again, are not all journals high quality? As more schools go for accreditation, we get more faculty seeking and needing to publish in a few "top-tier" outlets – a twentieth-century phrase phenomenon. This increases the number of articles "looking for a home" every quarter. Overall, this fuels the proliferation of titles within many fields. Within Marketing, this has driven the field to include over 550 titles reported by Cabell's as of 2016.

One challenge, of course, is that there is a limited number of B2B journals. While some fields, especially consumer behavior, seem to have a wider variety of options, B2B has far fewer. This can be both bad and good. *IMM* and *JBBM* both offer high-quality reviews, balanced assessments and striving for courteous treatment. The same can be said for *JBIM*.

In addition to this, editors may also have to face the barriers to the education of so many researchers. Very often the case is: completion of BA, MBA/MS and PhD degrees in the same area (e.g., marketing studies) and then building a research output that falls into a specific subject area (e.g., B2B marketing). This "maturing"

process, from alpha to omega, appears to be quite mechanical, predictable and rather narrow in scope. While this route demonstrates good understanding and expertise on the narrow topic, it fails to broaden the scope of analysis outside the boundaries of the specific subject area and to set the topic within a broader management/social science context. Apparently this is not an easy task and suggests an intellectual exercise for all involved in the production and dissemination of research (editors, reviewers, researchers, chairs, deans). However, editors have the responsibility to direct authors toward crafting a more compelling “story,” with a wider impact, not merely mechanical, data-driven studies. After all, the caliber and the impact of the research are what matter most.

2.5 Human Resources Is Shaping Research with the Tacit Collusion of Our Deans?

The human resources (HR) department enforces union contracts and often local values for proprietary schools thereby having impacts on personnel policy and enforcement. However, it may *not* be that HR is shaping our field. Those outsiders who create journal lists have a considerable if not excruciating impact on personnel decisions. There is a growing tendency to *rank journals* and then create and use lists that are *acceptable or not* at a given school. The ranking can be based on self-reported acceptance rates, impact factors or subjective assessments of importance. Since these lists exist and are in use at some schools, they have been gaining quasi-official status. They serve as easy reference points for deans who are looking for quick validation that the members of their faculty are publishing in “quality” outlets. This genesis has given undue influence to the outsiders (i.e., not home institution colleagues) who edit these lists (e.g., Reuters, Financial Times, Australian Business Deans, ISI’s SSCI etc.). The mere incidence of so many journal titles suggests that this practice might be outdated.

A challenge for editors will be to help guide how these lists are formed and insure that their journals and subfields have adequate placement to guarantee that faculty continue to have outlets that are acceptable in their schools. The use of academic integrity stamps characterizing the review process and the background of a team of reviewers might be indicated.

Otherwise local institutional politics may have just another basis for debate. After all, how can you say academia and it *not* involve politics, from time immemorial too.

Another question remains: What kind of scholar do I want to become and sustain?

We agree with Baker (2015) that the mantra for most scholars’ careers is that there is more than one value model. And in fact, this type of journal *tier segmentation* might be done *without* the tears to which so many readers can sadly bear witness.

Table 2 UK Association of Business Schools’ Specification of Journal Quality Standards

4* World Elite Journals	There is a small number of grade 4* journals that are recognized worldwide as exemplars of excellence within the business and management field broadly defined and including economics. Their high status is acknowledged by their inclusion as world leading in a number of well-regarded international journal quality lists.	22 (2.7%) [number of journals and percentage of total]
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4	All journals graded 4, whether included in the world elite or not, publish the most original and best-executed research. As top journals in their field, these journals typically have high submission and low acceptance rates. Papers are heavily refereed. Top journals generally have the highest citation impact factors within their field.	72 (8.7%)
3	The 3-rated journals publish original and well-executed research papers and are highly regarded. These journals typically have good submission rates and are very selective in what they publish. Papers are heavily refereed. Highly regarded journals generally have fair to good citation impact factors relative to others in their field, although at present not all journals in this category carry a citation impact factor.	230 (27.9%)
2	Journals in this category publish original research of an acceptable standard. A well-regarded journal in its field, papers are fully refereed according to accepted standards and conventions. Well-regarded journals have modest citation impact factors or do not have one at all.	295 (35.8%)
1	These journals, in general, publish research of a recognized standard. They are modest standard journals within their field. Papers are refereed relatively lightly according to accepted conventions. Few journals in this category carry a citation impact factor.	204 (24%)

As it stands now, there is a de facto single model that is like the “log transformation” from purgatory.

In other words, what do we need to change first and where, and then what do we need to go toward next? Only having done this can editors start to help ferret out the positioning of their titles. For example, perhaps typical of one’s home institution, and as a *modal vignette* for many scholars:

There are only 5 A+ journals in marketing plus supply chain and another 14 are A journals if using the Australian Deans List. The upper echelon will count these and *anything else does not count* toward workload and essentially means you won’t get a good review for research productivity. Guess what? Only *IMM* counts in B2B, so if one publishes in *JBBM* it does not really count as much. It is a silly 1970s-type model, but is likely not going to change and is exacerbated when you are at a “wannabe” school going up for AACSB designation. Likely less than 75 places have this in the USA. Faculty member. And one can have over 2000 lifetime citations, and one of each article in the top two journals, each one with over 500 cites, and the others don’t count sufficiently. Yet one can have over 25 articles over one’s career *in the topical journals that should and often do count* and that might be more cites than anyone in the department. But it is “what are you going to do for me tomorrow” that reigns everywhere. Just muddle along for another five years or so then retire. The effects breakout about every five years after 50.

The caveat is to note that *IMM* is an A journal on the Australian Deans List, while *JBBM* is 50th having just made cutoff yet again. *JBIM* is thus rated somewhere between these subfield ranges. And, the Impact Factor of marketing journals for 2016 circulated unofficially on AMA-ELMAR based on Clarivate, a Thomson Reuters spinoff is *Industrial Marketing Management* 3.166; *Journal of Business and Industrial Marketing* 1.371 and the *Journal of Business to Business to Marketing* 1.312 respectively.

2.6 Conflict Resolution Dissolution Model

With so many segments in our fields and each new division making for another basis for rifts, the industry-wide view might be seen as a meta-conflict (Peleg 2017). Placing oneself in the middle of this “pretzel” means suggesting that any given scholar is in a constant state of untie and retie the knot that their research efforts must clear both cognitively within them and through external scrutiny during review and even after publication! There truly needs to be a give and receive (not take!) between those involved in any given dialogue on these issues:

How do I decide my topic?

Do I rely on intermittent special issues?

Do I publish in many journal titles or focus on only a few?

Do I adhere to my home institution’s title list that may itself be too restrictive or even too broad?

Rare is the peer review process that does not seek to find ways to say “no” rather than getting to “yes” by means of seeing the review process as an anonymous group study. The rejection rate is erroneously viewed as a measure of quality rather than an index of misery and suffering for the author, reviewer and even editors: “hypothetical example. Journal X gets 400 manuscripts a year and uses four reviewers per manuscript. ... 1,600 reviewing slots are filled annually by that editor ... If there are 80 board members on the masthead of Journal X, the reviewing load will, of necessity, spill over to hundreds of ‘occasional or ad hoc reviewers’, since those 80 listed on the masthead cannot prudently review 20 MSs annually” (Lichtenthal, Iyer, Busch & Tellefsen, 2006).

This mere quantity problem is exacerbated by the increasingly common move from four issues per year in the twentieth century to eight to ten issues per volume annually in the twenty-first century.

This fictions modal model now can be extended to an often elaborate *Area Associate Editors Complex* on which so-called top-tier (tears?) journals are relying of late as a way to cope with the mere volume of submissions. Also noteworthy is that the numerator, despite desk rejects, has been the focus, while the denominator needs to be seen as premature submissions, multiple attempts across multiple journal titles, using the review process to build MS content and overreliance on multiple authors (with no Petri dishes to guard and monitor!).

At the outset there were few sources for our antecedent market activity in our academic journal clusters, as shown by their mere incidence in earlier decades. The default cognitive condition is us versus them and does not have to keep relentlessly subdividing.

2.7 Criteria for Journal Selection

The criteria supporting academic processes fostering scholarly acumen need explication. Regardless of what motivates researchers to publish (promotion, self-fulfillment etc.), there are various criteria for them to consider in choosing to which journal to submit. In particular: 1. *Is it highly ranked (e.g., impact factor, ABS list)?* The higher the ranking, the more prestigious the journal is, but the lower the chances of publication. 2. *Is it open access or does it have a subscription fee?* Although open access journals can easily reach a wider audience (hence the paper may be cited more often), usually open access journals have a low, if any, impact factor. In practice this is not a real concern, as nowadays most universities pay subscriptions and offer their

members access to most journals. 3. *Is it peer-reviewed?* Although typically papers submitted in journal articles undergo a blind review process, not everything is peer reviewed (e.g., textbooks, book reviews, trade publications). Apparently, the review process is a challenge for most researchers; however, peer reviewed counts most for tenure. 4. *Is it specialized (e.g., IMM, JBBM, JBIM) or a more general journal (e.g., JM, Journal of Academy of Marketing Science - JAMS)?* This does not reflect on the quality of the paper (a strong journal will only publish strong papers, regardless of whether it is specialized or not, so standards remain), but the scope of the study and targeting at a more specialized journal require more depth of analysis, while publication in a broader journal requires that the author(s) can demonstrate a broader impact. Typically, journals of a broader scope have higher impact factor scores, as they are cited by authors of different subject areas.

In addition, as Jag Sheth has noted and aptly called for often over many years, why not have all parties to a session of the review process disclose their names and make it “double open.” Such a move would have to be coordinated with publishing houses given their acquisition of many titles. The proper etiquette for reviewing duties must be listed as policy, yet this cure could worse than the disease it will purportedly ameliorate.

3. Ways We Think about Ourselves No Longer Apply

How we speak about ourselves to each other and how we self-monitor are hallmarks of individual achievement too in most fields and must be reframed. No longer can one individual scholar reach internationally renowned status, such as Jag Sheth initially achieved over a 20-year period and sustained into a 50-year-plus stellar career. Arch Woodside has been on a somewhat similar journey since the 1960s and has emerged to even further heightened international prominence of late. The same could be said for Paul Green over a 40-year period. There are other such scholars.

Textbook author fame remains viable though erroneously maligned as notes Baker (2015) who Dave Wilson suggested all those years ago is the Phil Kotler of Europe. Philip Kotler and his colleagues as well as the late but great Jerome McCarthy and his colleague are names that need no introduction with the word marketing as do many marketing management textbooks over an eighty (80) year period (Lichtenthal and Beik 1984) and business marketing textbooks over a thirty (30) year period (Lichtenthal, Iyer, Tellefsen and Busch (1986). The same can be said albeit to a lesser extent for summative unit textbooks, about Belch and Belch's (2017) *Advertising and Promotion: An Integrated Marketing Communication Perspective*, Crawford and Benedetto's (2015) *New Products Management*, Cateora, Graham and Gilly's (2016) *International Marketing* and Futrell's (2014) *Fundamentals of Selling* all into multiple editions “teenagers” spanning decades. First-mover advantage? First mover need for tenacity to sustain into multiple editions including ancillaries.

Someone starting out in the twenty-first century for the most part cannot expect to become a discipline-dominant internationally renowned individual scholar. Perhaps their originating or home institutions should view such a claim as suspect. Those types of positions in a sense have been permanently filled by those before us as they had more open opportunity though surely earned through intelligence, earnest persistence and relentless due diligence. Eras have ended.

Table 3: evolution of scholars

Twentieth Century

Internationally renowned
Conference-dominant presence
Institute-dominant officer
Famous for many/a few years
Nationally/worldwide respected
Mostly individual research effort
Theoretical leader/"guru"
Stability/infrequent changes of affiliation

Twenty-First Century

Topic summative unit renowned
Regional conference dominant
Institute-affiliated participant
Infamous for most years
Home institution/regionally respected
Mostly team/coauthored efforts
Advanced/multiskilled researchers
Mobility/chronic change of affiliation

An alternative approach must be very thoughtful and consider how the allied B2B field is evolving, and how the journals must keep and create space that strains toward becoming mutually exclusive yet collectively exhaustive. Part of that evolution may be for the journals to create new forms of differentiation which could be a contributory and thought-provoking article.

As mentioned earlier, business journals seem to be evolving into more and more heterogeneity. The journals in many subfields are developing similar conceptual domains and editorial boards. If they were plotted on a positioning map, they would have large overlapping circles and there would be very limited open space. And who could be or would be the respondent if such a study were attempted? This problem is being exacerbated by the exponential growth in new titles. Recall that Marketing has over 550 titles as of end 2016 according to Cabell's.

4. Junior Faculty

It would be useful for editors to consider the academic value chain from this perspective. Junior/rising faculty have specific needs tied to their intellectual growth and career advancement. These needs could provide significant opportunities for editors to add services and make their journals the preferred targets for hopeful authors. To do so, editors could follow several steps.

First, editors should perhaps think about flipping their conference sessions. Rather than have "meet the editor sessions," they could perhaps have "meet the juniors sessions" in which junior/rising faculty are free to plead, vent and recommend. Editors could try to listen more than pontificate. They need to understand the views of today's junior/rising faculty.

Editors should also perhaps consider how they can revise or add services to address the critical needs of junior faculty. Three critical junior faculty issues that editors could focus on are related to time, acculturation and growth.

4.1 Need for Responses in a Timely Manner

Junior faculty have a need for speed. They have a small timespan to prove themselves worthy of lifetime employment. Editors can help fulfill that need through several simple steps. First, editors perhaps should consider being more willing to desk reject. If something does not fit a journal's focus or standards, then it is

much better to get the message from an editor after a week than from reviewers after several months. Editors must also track manuscripts carefully. While editors try to not harass reviewer-friends, it is imperative to keep the wheels turning. In our own world, journals have had real response times ranging from one month to one year (no kidding). Obviously, the latter can be deadly to junior faculty.

4.2 Need for Acculturation

Junior faculty also need acculturation. Doctoral students grow intellectually through the rough-and-tumble forum of graduate seminars. They learn to face challenges, think critically and express themselves forcefully. While that helps them to become successful researchers, it does not necessarily help them to become successful colleagues. They need to learn to be team members, not tyrants, and to be constructive, not just critical.

Editors can play a central role in that acculturation. As a group, editors control some of the most critical conversations between junior faculty and the academy; that is, the reviews. The content of these reviews helps junior faculty to improve their manuscripts. The tone of these reviews helps junior faculty learn what the academy considers to be appropriate behavior. If these reviews are constructive (even when critical) and supportive (even when negative), then editors and reviewers may teach by example the value of using one's intellect and training to foster the growth of others. But if these reviews are vague, condescending or unfair, then editors and reviewers may unintentionally demonstrate the potential to use one's gifts to bully those who cannot respond.

Editors can control this impact. Naturally editors read all the reviews and may comment to a reviewer who is particularly rude or abrasive. Yet editors are busy people and do not have time to constantly monitor for depth or tone. Instead, it would be useful to periodically send the reviews themselves out to be reviewed for depth, quality and tone. The feedback from these reviews may help the reviewers to grow and the editors to identify who to retain or release.

4.3 Need for Growing Up as Academics

Junior faculty also have a need for growth. Newly minted PhDs all struggle with the challenges of creating new knowledge and explaining it in the unique syntax of academic literature. Editors can help junior faculty to grow as intellectuals. Many junior faculty agree to serve as reviewers to earn easy lines on their CVs, become known to the field's leaders or curry favor with editors. But these are relatively minor repayments for the time- and intellect-draining work of writing good reviews.

Editors may make the review-writing process a more value-added experience by using it as a training ground for junior faculty. Editors could assign senior board members to mentor new reviewers. The mentor and protégé could both review a given manuscript and compare results. The mentor could then help the new reviewer to shape comments and learn how to add value without being insulting or becoming a shadow author. This could help junior faculty to learn how to analyze work for content, structure and contribution, and to express their insights in ways that are supportive and collegial. Such mentoring could help new faculty to enhance their intellectual and interpersonal abilities.

Finally, editors need to ask themselves who is reading their publications: Is a wider / diverse audience interested in their journals or are the editors just talking to themselves? There is nothing wrong with either perspective (after all, there is space for all types of publications). But perhaps editors should consider how to enhance their journals' relevance and make academic journals more accessible to a non-specialized audience

(e.g., practitioners, policy makers). They perhaps should consider supporting initiatives such as including practitioners in the review process, and encouraging authors to adopt a more accessible writing style and avoid unnecessary academic jargon/overly sophisticated language. Young researchers need training toward more meaningful research even if no new or advanced methodologies are introduced.

Perhaps reinstating conference sessions involving group of sitting editors that address avoidable faux pas – as outlined in Lichtenthal (1996, 1997, 1998) – is a theme that needs to be examined again and again by the more recently appointed cadre of editors-in-chief? Addressing this at the sub-discipline level given the proliferation of titles may be key.

5. Chairs and Deans

Editors perhaps should also consider their key customer groups. One of the most pivotal (if unsung) of such groups is department chairs. They are the middle managers of academia. Chairs must take the broad directives of senior administrators and translate them into workable actions at the faculty level. Like most middle managers, they help mesh the big and little gears, but in so doing they may get ground down themselves until their scholarly idealism gets crushed into bureaucratic pragmatism. They often look at editors in the same way as they look at bursars and registrars. They are role partners in a big, messy process. If those partners perform their tasks flawlessly, then the chairs have a chance at succeeding as mentors/leaders. But if one of those role partners underperforms, then the chairs' world can rapidly unravel into chaos.

Most chairs are successful academics and so understand the value of rigorous review processes. Many are reviewers and board members themselves. They appreciate the intellectual effort of editors and reviewers. But at the same time, chairs genuinely need enhanced services from editors.

5.1 Need for Measurable Indicators of Quality

First, many chairs hope that editors will play a stronger role in managing their journals' images and assessments. Given our ongoing drive for assessment and accreditation, a constant question is whether a given journal has a satisfactory stature for one's faculty. Chairs try to determine journal quality by considering impact factors, acceptance rates or rankings on one or more of the many lists promulgated by institutions near and far.

5.2 Need for Consistency/Standardized Metrics

For chairs who are mentoring junior faculty and recommending potential outlets, journal quality can be an enigmatic variable. Chairs genuinely need standardized metrics of quality for business journals. The impact factors that are used in the bench sciences do not always work well in marketing. There are also open questions about whether acceptance rates reflect rigor, editorial policies or something else.

It is even more challenging to peruse the many lists of journal ratings and try to reconcile the gaps and inconsistencies in the way in which business journals are rated and listed (or not). This makes it difficult to recommend journals, and to present the academic contributions of junior faculty to university boards comprising faculty and administrators from other disciplines.

It could be useful for newly appointed editors to grapple and weigh in on these issues. Editors have the most daily involvement with journals and perhaps should be considered the academy's resident experts on journal quality. It would be very helpful if they would use their expertise to help us all develop standardized metrics

and lists. If it seemed too self-serving for standing editors to do so, then perhaps the issues could be tackled by former editors. The creation of standardized metrics and *one, fair* list would ease one source of uncertainty in a chair's role.

5.3 Need for Help in Monitoring Progress

Chairs also need help in tracking the process of their junior faculty. It is common for chairs to mentor several members of faculty simultaneously, each of whom in turn has several manuscripts under review. It would be useful for editors to help authors and their chairs track the manuscript process. A simple way could be to provide an online site that lists each manuscript, and provides the dates received, sent out for review, returned from each reviewer and so on. That would help chairs and their junior/rising faculty to understand critical timing issues as they prepare for reappointment/tenure/promotion dates.

5.4 Help in Facilitating Assessment

Similarly, it could be very helpful if chairs were given the opportunity to request an occasional expedited review (i.e., not easier, just faster). It can be very challenging to have junior faculty approaching a critical tenure/promotion date with manuscripts dangling in the review process. It could be enormously helpful if chairs could ask for faster review for junior faculty under certain, documented conditions.

5.5 Help for Promotion Cases/External Assessment

Finally, editors may be in a position to help with the constant challenge of finding external reviewers for tenure/promotion cases. It is at once humbling and humiliating to go hat in hand asking for external tenure reviews and constantly to receive negative responses. This process has become more challenging in those universities that have tightened their standards for reviewer independence and increased their use of digital resources to check whether candidates and reviewers ever happened to pass in a hallway in some corner of the world. Editors could provide a huge amount of assistance if they would consider submitting tenure or promotion packages to their editorial boards and then providing a "board review." That would help meet a huge need and provide an enhanced imprimatur of quality for candidates. It might also become an entirely new service, and a potential revenue stream.

Finally, currently most promotion/tenure and salary decisions in academia largely depend on publications in highly ranked refereed journals. We can argue about how relevant or myopic this approach is, but the fact remains that publishing in highly ranked journals is regarded as a goal itself for many academics. As a consequence, academics seek to produce research that – technically – fits the journal and, hence, it will be "more likely to get published," though it may be of limited theoretical and/or managerial value or novelty. Academic managers perhaps should therefore consider encouraging academics to produce more meaningful research, even though this might be at the expense of the quantity/volume of publications.

6. Interlude

An era has likely ended.

As the reader has no doubt surmised no one clear answer will be offered nor truly can be just a plethora of perspectives and criteria for helping individual scholars, marketing departments and, beyond chairs and managers, deans/associate deans as well as associate directors and directors, vice presidents/provosts and division heads from the C-Suite.

Each individual scholar must continuously *sort this out for themselves*, and for those to whom they report, and vice versa.

River Ride Story

“It is generally known that tributaries emanating from Canada eventually wander, becoming the Mississippi River that meanders through a total of six states before entering the Gulf of Mexico. Three pervasive salient conditions are noteworthy: the river’s surface, ambient weather conditions and other scholars traveling along this body of water, as well as the “states” they emerge through. The river’s surface reflects the actual conditions a particular “boat” will face at their home institution (i.e., research output requirements, service to home institution and discipline, various teaching assignments etc.). The ambient weather conditions include but are not limited to industry forces such as AACSB, AAUP, associations and institutes as well as societal norms and regulatory forces, town and gown etc. Taken together, these will fluctuate over one’s major career stages, which become “states” where one stays or leaves, including a plethora of senior administrative posts that have emerged. The fellow scholars in those boats perhaps pull up alongside, perhaps circle before or after, whether for a short or long while as coauthors once or again. These same individuals often give a reference point for each and every personal decision stage as colleagues that become feared and revered. Each of us, having had a unique voyage through individual perseverance arrives in the Gulf of Mexico with emeritus status . . .”

David Lichtenthal

And as it was in the beginning with the theme of organizational marketing set out by the founding editor of this journal, so now a multifaceted, dense, (thankfully) no longer sparse collage of allied and amalgamated topics has emerged.

“Spelling and grammar check complete – you’re good to go!”

Bon voyage on that river ride that is solely and uniquely your own! We hope we have helped you see someone the contexts and criteria we all faced including PJ L himself.

Self-actualization is likely everything . . . so what you choose becomes what you do and must be based on what you really want to do. What will be your scholarly career voyage be depends on your choices as you entered our field . . . at you “terminal (inaugural ?) degree granting institution.

And we now turn to highlighting Peter’s long successful voyage which provided many opportunities to enhance our scholarship immensely as we only now realize all the more so.

7. Professor Peter LaPlaca – Scholarly Activities – Editorial and Publications

PJL was the founding editor of the *JBIM* (1985–93) and Editor-in-Chief of *IMM* (1994–2016), taking over from James D. Hlavacek (editor 1974–93). During the past two decades, under PL’s editorship, *IMM* has grown in both size and stature. Physically the journal has grown almost threefold in number of pages and number of articles (LaPlaca, 2014). In particular, it has grown from four issues (1994), to six (1996) and to eight issues each year (2001 onward). Also, *IMM* has increased the number of submissions and the number of reviewers. Today it has almost 700 reviewers (there were 32 were in 1994) and receives between 500 and 800 submissions annually (164 submissions in 1994; LaPlaca & Lindgreen, 2016; LaPlaca, 2010). Most importantly, *IMM* has grown in quality and influence. In 2002 it was first listed in Journal Citation Reports and received its

first impact factor (0.500). Since then, the impact factor of the journal has steadily climbed and has now reached 1.930. *IMM* is now the highest rated journal focusing exclusively on business-to-business marketing and the fourth most influential marketing journal based on Google Scholar's H-index (exceeded only by the *Journal of Marketing*, *Journal of Consumer Research* and *Journal of Marketing Research*; LaPlaca & Lindgreen, 2016).

IMM has also grown in scope (Table 4). It has strengthened its international focus, in terms of contributors, reviewers and readers. *IMM* has been publishing articles from authors representing every continent. Interestingly, whereas 72% of the articles published in 1994 were authored by colleagues from the USA, in 2009 only 26% of the authors were from the USA (LaPlaca, 2010). *IMM* is a truly global journal. Consistently, it has established strong links with the broader academic community (e.g., *IMM* supports many workshops/conferences around the world and devotes an annual Industrial Marketing and Purchasing (IMP) special issue including the best articles from the conference). Moreover, a number of new features were introduced in the journal to provide additional value to its readers. Specifically, *IMM* has published 93 special issues to date, with the first one being on Selling and Sales Management in September 1996 (a detailed presentation of all special issues and the guest editors can be found in Table 5). *IMM* volume 38, issue 7, October 2009 also marked the return of periodic book reviews to the journal. Finally, in October 2015 *IMM* started a very interesting series of discussions entitled "Publish or perish" on how to improve your success rate when submitting papers to major journals.

Since January 2015, Adam Lindgreen (Copenhagen Business School, Denmark) has joined PL as co-editor-in-chief of *IMM*, beginning a two-year transition to a new editorial team. PL noted that "given the growth of this journal, the task of managing it has become essentially a full-time job and two editors will be better than one" (LaPlaca & Lindgreen, 2014, p. 1269). Lindgreen is joined by Tony DiBenedetto (Fox School of Business and Management, Temple University, Pennsylvania, USA), who began in January 2017, and both share the editorial duties. Christian Felzensztein (Kingston University, Surrey, UK) and Ghasem Zaefarian (University of Leeds Business School, UK) have also joined as associate editors and Jens Geersbro (Copenhagen Business School, Frederiksberg, Denmark) has joined as *IMM*'s special issue editor.

To this end, with regard to the research output, PL has published 140 articles (108 editorial notes, 23 conceptual articles, 4 empirical articles and 5 book reviews) in many prestigious journals such as *Journal of Marketing*, *Journal of Business Research*, *Industrial Marketing Management*, *Journal of Business-to-Business Marketing* and *Psychology & Marketing*, among others. Some highlights of his research output are presented in Table 4. Particular emphasis should be given to the special issues (see subsequent section), a key element of *IMM*'s success and impact on B2B theory and practice, a section of the journal that PL has introduced and developed further.

7.1 IMM Special Issues

IMM has published 93 special issues to date on specific topics around B2B marketing (Table 5). The special issues cover a wide range of topics, from theoretical (e.g., Theoretical Perspectives in *IMM*, Volume 42, Issue 3, April 2013) to methodological (e.g., Case Study Research in Industrial Marketing, Volume 39, Issue 1, January 2010), and, generally, new ideas in the broader area of B2B marketing that deserve more in-depth and systematic analysis. The common theme between the *IMM* special issues is that they focus on topics of interest to marketing practitioners and researchers. Since 2010, *IMM* has introduced a new issue presentation format where the special topic section constitutes approximately half of the issue and "regular" articles

comprise the rest. Through this new format, *IMM* has insured more issues each year devoted to specific topics and has also maintained a reasonable publication date for the papers that have been reviewed by the regular review process.

Table 4 Peter LaPlaca: Scholarly Activities – Editorial and Publications

Authors	Type	Main Focus/Key Statement
Monroe & LaPlaca (1972)	Empirical	Investigates the benefits of unit pricing, focusing on both the retailer and the customer perspective. Finds that, for the retailer, the cost of installing and maintaining a unit-pricing system is relatively constant per store, regardless of sales volume. Also, unit pricing is useful to the consumer for determining the relative cost of alternative brands and sizes.
Miaoulis & LaPlaca (1982)	Conceptual	Argues that the stages of assessment, development and execution in the product development for high-technology products consist of information and decisions involving technological, product and market dimensions. Suggests a systematic approach for integrating these three dimensions by which a go–no-go decision can be reached prior to the expenditure of large amounts of funds for R&D.
LaPlaca (1997)	Conceptual	Presents highlights of outstanding articles from <i>IMM</i> covering a wide range of topics such as marketing management, market segmentation, strategic marketing planning, sales management, buying behavior, marketing mix in industrial markets and others. Demonstrates the contribution of <i>IMM</i> to marketing theory and practice and discusses what kinds of research are appropriate for publication consideration in <i>IMM</i> .
Sharma & LaPlaca (2005)	Conceptual	Examines the long-term impact of the adoption of build-to-order (BTO) manufacturing strategies on the marketing function and identifies marketing strategies associated with successful BTO companies. Concludes that emerging manufacturing processes will profoundly affect marketing.
Iyer, LaPlaca & Sharma (2006)	Conceptual	Explores factors affecting new product success in the context of India. Suggests that a country's infrastructure, its economic development path, market size and business and consumer culture, have impacts on the choice of radical or incremental innovations.
Lee, LaPlaca & Rassekh (2008)	Editorial	Introduces the special joint issue of <i>IMM</i> and <i>the Journal of the Korean Academy of Marketing Sciences</i> , being a first for <i>IMM</i> . Underlines the importance of cooperative efforts such as this joint special issue for increasing the global knowledge base for marketing theory and practice.
LaPlaca & Katrichis (2009)	Conceptual	Evaluates the relative presence of B2B marketing in the marketing literature on the basis of a number of general research areas such as buyer behavior, marketing relationships, and innovation and new product development. Finds that B2B research has been underrepresented in the marketing literature, and argues that without the introduction of journals whose specific focus is B2B

marketing, the underrepresentation would have been even more severe than it is currently.

Hadjikhani & LaPlaca
(2013)

Conceptual

Considers how B2B marketing theory has evolved in the last decades. Through the historical development of contributions, suggests that advancements of B2B research and its applicability are beneficial not only for researchers in B2B marketing research and industrial firms, but also for other marketing fields.

Table 5 Special Issues of *Industrial Marketing Management*

Guest Editors	Volume/Issue/Year	Topic
Earl D. Honeycutt, Jr.	Volume 25, Issue 5, September 1996	Selling and Sales Management
Robert G. Cooper	Volume 25, Issue 6, November 1996	New Product Development
Arun Sharma & Jagdish N. Sheth	Volume 26, Issue 2, March 1997	Relationship Marketing
Earl D. Honeycutt, Jr.	Volume 28, Issue 1, January 1999	Selling and Sales Management (2nd special issue on the topic)
O. Karl Mann	Volume 28, Issue 3, May 1999	Researching Business and High Technology Markets
Kristian K. Möller & Aino Halinen	Volume 28, Issue 5, September 1999	Business Relationships and Networks, IMP 1998
Richard Lancioni	Volume 29, Issue 1, January 2000	Supply Chain Management
Damien McLoughlin & Conor Horan	Volume 29, Issue 4, July 2000	Perspectives from the Markets-as-Networks Approach, IMP 1999
G. Tomas M. Hult	Volume 29, Issue 6, November 2000	Global Industrial Marketing
John A. Weber	Volume 30, Issue 2, February 2001	Partnering with Resellers in Business Markets
Wolfgang Ulaga	Volume 30, Issue 4, May 2001	Customer Value in Business Markets
George T. Haley	Volume 31, Issue 2, February 2002	Internet-Based Business-to-Business Marketing
G. Tomas M. Hult	Volume 31, Issue 4, July 2002	Cycle Time and Industrial Marketing
Earl D. Honeycutt, Jr.	Volume 31, Issue 7, October 2002	Selling in the New Millennium
Sheena Leek, Peter Naudé & Peter W. Turnbull	Volume 32, Issue 2, February 2003	Interactions, Relationships and Networks in a Changing World, IMP 2000
Richard Lancioni	Volume 32, Issue 3, April 2003	The Internet and Supply Chain Management
Lars-Erik Gadde, Lars Huemer & Håkan Håkansson	Volume 32, Issue 5, July 2003	Strategizing in Industrial Networks, IMP 2001
Arun Sharma & Kishore Gopalakrishna Pillai	Volume 32, Issue 8, November 2003	Transactions, Relationships, or Both: Impact of Customer Strategies on Firm Performance
G. Tomas M. Hult	Volume 33, Issue 1, January 2004	Global Supply Chain Management

Peter Batt & Sharon Purchase	Volume 33, Issue 3, April 2004	Culture and Collaboration within Networks and Relationships, IMP 2002
Michael Ehret	Volume 33, Issue 6, August 2004	Customer Relationship Management
Richard Lancioni	Volume 34, Issue 2, February 2005	Pricing Issues in Industrial Marketing
Earl D. Honeycutt, Jr.	Volume 34, Issue 4, May 2005	Technology and the Sales Force
Paul Matthyssens, Pieter Pauwels & Koen Vandenbempt	Volume 34, Issue 6, August 2005	Rigidity versus Flexibility in Business Marketing
Thomas Ritter & Per Vagn Freytag	Volume 34, Issue 7, October 2005	Interacting, Influencing, Strategizing in Business Networks, IMP 2004
Olaf Plötner	Volume 35, Issue 1, January 2006	From Relationship to Partnership
Muammer Ozer	Volume 35, Issue 3, April 2006	New Product Development in Asia
Constantine S. Katsikeas	Volume 35, Issue 5, July 2006	Global Marketing of Industrial Products: Contemporary Developments and Future Directions
Koen Dittrich, Finn Wynstra, Wendy van der Valk & Ferdinand Jaspers	Volume 35, Issue 7, October 2006	Dealing with Dualities, IMP 2005
Michael Gibbert & Francesca Golfetto	Volume 35, Issue 8, November 2006	Creating Value for the Customer through Competence-Based Marketing
Bert Rosenbloom	Volume 36, Issue 1, January 2007	Multi-Channel Strategy in Business-to-Business Markets
Bernard Cova & Robert Salle	Volume 36, Issue 2, February 2007	Project Marketing and the Marketing of Solutions
Francesca Golfetto, Robert Salle, Stefania Borghini & Diego Rinallo	Volume 36, Issue 7, October 2007	Opening the Network – Bridging the IMP Tradition and Other Research Perspectives, IMP 2006
Saeed Samiee	Volume 37, Issue 1, January 2008	Global Marketing Effectiveness via Alliances and Electronic Commerce in Business-to-Business Markets
Frank Jacob & Wolfgang Ulaga	Volume 37, Issue 3, May 2008	The Transition from Product to Service in Business Markets
Shikhar Sarin & Jakki Mohr	Volume 37, Issue 6, August 2008	Marketing of High-Tech Products, Services and Innovations
Peter J. LaPlaca	Volume 37, Issue 7, October 2008	Korean Economic Growth and Marketing Practice Progress – Special Joint Issue of <i>Industrial Marketing Management</i> and the <i>Journal of the Korean Academy of Marketing Sciences</i>
Richard Lancioni	Volume 38, Issue 2, February 2009	Knowledge Management in Industrial Markets
Michael Ahearne & Prabakar Kothandaraman	Volume 38, Issue 4, May 2009	Impact of Outsourcing on Business-to-Business Marketing

Peter Naudé, Stephan C. Henneberg, Judy Zolkiewski & Xia Zhu	Volume 38, Issue 5, July 2009	Exploiting the B2B Knowledge Network, IMP 2007
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George Christodoulides & Sheena Leek	Volume 40, Issue 7, October 2011	Business to Business Branding
Jay Weerawardena & Felix Mavondo	Volume 40, Issue 8, November 2011	Capabilities, Innovation and Competitive Advantage
Adam Lindgreen	Volume 41, Issue 1, January 2012	Value in Business and Industrial Marketing
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Stephan C. Henneberg, Peter Naudé, Thorsten Gruber, Poul Houman Andersen & Hanne Kragh	Volume 42, Issue 1, January 2013	B2B Service Networks and Managing Creativity in Business Market Relationships (This is the first time that <i>IMM</i> offered a double special issue)
Björn Ivens, Mark Van de Vijver & Bart Vos	Volume 42, Issue 2, February 2013	Managing Key Supplier Relationships
Linda D. Peters, Andrew D. Pressey, Markus Vanharanta & Wesley J. Johnston	Volume 42, Issue 3, April 2013	Theoretical Perspectives in Industrial Marketing Management
Francisco J. Martínez-López & Jorge Casillas	Volume 42, Issue 4, May 2013	Applied Intelligent Systems in Business-to-Business Marketing
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Peter Batt & Bella Butler	Volume 43, Issue 4, May 2014	IMP Asia 2012
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Vicky Story, Judy Zolkiewski, Andrew Dainty & Kevin Daniels	Volume 43, Issue 8, November 2014	Barriers and Consequences of Radical Innovation
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Petri Parvinen & Kristian Möller	Volume 45, February 2015	From Strategy Frameworks to Value-in-Use: Implementing Strategies and Theories of B2B Marketing and Sales Management

Kalle Kraus, Hakan Hakansson & Johnny Lind	Volume 46, April 2015	Accounting and Marketing Perspectives of Value Creation in Inter-Firm Collaboration in Industrial Markets
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Lars-Gunner Mattsson, Daniela Corsaro & Carla Ramos	Volume 48, July 2015	Interplay between Cognition, Action and Outcomes in Business Markets
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William Yu Chung Wang & David Pauleen	Volume 54, April 2016	Social Media and Social Networking in Industrial Marketing
Ibrahim Abosag, Dorothy A. Yen & Bradley R. Barnes	Volume 55, May 2016	Dark Side of Relationships
Marko Kohtamäki, Risto Rajala & Stephen Vargo	Volume 56, July 2016	Theory and Practice of Value Co-Creation in B2B Systems
Maria Bengtsson, Sören Kock, Eva-Lena Lundgren-Henriksson & Malin H. Näsholm	Volume 57, August 2016	Coopetition in Industrial Markets
Per Freytag, Kristin Munksgaard, Ann Clarke & Torben Damgaard	Volume 58, October 2016	Organizing and Strategizing in Changing Networks: Contributions to Theory, Methodology and Management, IMP 2015
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